

Louisiana Division of the Arts
Office of Cultural Development
Department of Culture, Recreation and Tourism
Office of the Lt. Governor
State of Louisiana

Strategic Plan

Fiscal Year 2006-2009





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Introduction

I am pleased to present you with the Louisiana Division of the Arts' Strategic Plan for FY 2006 through 2009. The Division of the Arts is the agency in the Office of the Lt. Governor charged with the maintenance of our state's valuable artistic assets. In realizing this philosophy, the Division of the Arts has served the state's arts community since its inception in 1977, investing approximately \$5 million each year.

Over the past eighteen months, the Division has undergone an Assessment of programs and services, looking in-depth at how the agency can operate more effectively for the citizens of this state. The results of this assessment became the catalyst for subsequent discussions held among a broad constituent committee. These discussions and forums formed the foundation on which this final Strategic Plan was designed and created.

The Louisiana Division of the Arts based its work on several key assumptions:

- The Division will continue to play an active role in the implementation of the *Roadmap for Change*.
- The Division will create new initiatives to further develop and support Louisiana's Cultural Economy.
- The Division will continue to work closely with constituent groups to stimulate public participation in and the enjoyment of the Arts in Louisiana.

I believe the implementation of the strategies set forth in this document will create an artistic infrastructure that will well position Louisiana to assume a leadership role in the arts and cultural economy, nationally. We welcome your thoughts and suggestions as we move forward making this Louisiana's *Time to Shine*.

Mitchell J. Landrieu
Lieutenant Governor

Assessment & Strategic Planning Timeline

May 2004

24 one-on-one interviews with key individuals from the Division of the Arts, the Office of Cultural Development, the Department of Culture, Recreation and Tourism, the Louisiana State Arts Council, the State Legislature, and representatives of various arts services organizations

July 2004

26 focus groups with over 200 participants representing local arts agencies, arts organizations both large and small, corporate funders and local foundations, arts-in-education professionals, boards of directors and volunteers, artists, and other key leaders from Louisiana's arts industry

August/September 2004

435 artist surveys and 215 organization surveys

October 2004

Comparative analysis of 2 state arts agencies' operations and 16 specific state arts agency programs

November 2004 – April 2005

Monthly strategic planning meetings of the Decentralized Arts Funding Program Regional Distributing Agencies and Local Regranting Agencies and Division of the Arts Strategic Planning Steering Committee

June 2005

8 Community Forums to elicit public input on the Strategic Plan

August 2005

8-12 Community Forums to release the Action Plan and the Cultural Economy Initiative findings



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Mission Statement

The arts are an essential and unique part of life in Louisiana to which each citizen has a right.

The Louisiana Division of the Arts in cooperation with the Louisiana State Arts Council is the catalyst for participation, education, development, and promotion of excellence in the arts.

It is the responsibility of the Division to support established arts institutions, nurture both emerging arts organizations and our overall cultural economy, assist individual artists, encourage the expansion of audiences, and stimulate public participation in the arts in Louisiana.

Philosophy

The following concepts represent a commitment to a strategic vision for the Louisiana Division of the Arts. It is meant to illustrate our confidence about who we are, why we are, and who we serve.

1. Public Benefit

- Empower the public to be a part of the experience
 - Support development of avid arts consumers
 - Stimulate active participants involved in the arts
 - Position the arts as a part of the community
- Benefit the citizens as primary beneficiaries of the arts through the work of artists and arts organizations

2. Leadership

- Develop understanding of value and public benefit for the arts
- Develop policy, consistent and relevant programs, and mechanisms and levels for financial support
- Understand trends statewide and nationally and develop or position those trends within the state
- Utilize state leadership to promote the message
 - Importance of the Arts
 - Partnership and Collaboration
- Recognize influence from all levels, top-down and bottom-up

3. Advocacy

- Build relationships and make use of case making opportunities with the authorizing environment through the work of the Lt. Governor Mitchell J. Landrieu; Secretary Angèle Davis, Department of Culture, Recreation and Tourism; Assistant Secretary, Office of Cultural Development; Executive

Director, Louisiana Division of the Arts; the Louisiana State Arts Council; and the Louisiana Partnership for the Arts

- Unify messages and build case for support based on strategic directions and funding priorities statewide and locally

4. Leverage

- Work strategically to create more value (value = importance to other sectors)
- Use funding to bring about positive change
- Benefit mutually from strategic investments
- Initiate or manage change within the arts industry through investment
- Determine areas best used for leveraging (i.e. Cultural Tourism, Arts-in-Education, Arts in Economic Development, Cultural Economy)
- Capitalize on issues of public interest

5. Value-Added

- Understand value of the arts through arts organizations and artists
 - Discipline-based
 - Cultural development (creativity, content and product)
 - Capacity
 - Excellence
- Key Industries/Themes
 - Education
 - Tourism
 - Economic Impact and Cultural Economy Development
 - Narrow and broad
 - Short-term and long-term
 - Globally and individually
 - Community Development (Social, Health/Healthcare, Youth-at-Risk, Social Commentary on Society)
 - Quality of Life Concerns

6. Entrepreneurial

- Innovation: Innovation fund or fund for artistic entrepreneurship
- Venture Capital Model: LDOA and organizations taking risks on new types of programs or programming
- Crafts Marketing Program expansion and development

7. Unifier

- Celebrate Louisiana's diverse artistic and cultural tapestry
- Act as a mediator and bridge between various constituencies
- Act as a bridge between the "artistic ecology"
 - Non-Profit to For-Profit
 - Commercial to Experimental
 - Institutional to Community
- Regional partners doing the same thing (nationally, statewide and locally)
- Regional partners using the same message

8. Infrastructure

- Support the infrastructure of arts industry
- The arts industry at each level from small community nonprofit and artist micro-enterprises to large nonprofit arts institutions and professional artists to industry support organizations
- Invest in the arts identity to maintain authenticity and uniqueness of community

Strategies

NOTE: The quotes in this next section are actual statements made by participants during the strategic planning meetings that occurred between September 2004 and January 2005.

1. Best Practices and Capacity Building

“There should be some set standards on the table, so that we can all have the opportunity to meet the same criteria.”

- Develop common philosophies that speak statewide, nationally or internationally
- Multi-tiered
- Unify
- Allow interpretation
- Assist development of grant and service programs
- Speak to performance indicators with Legislative Auditor and the Division of Administration

2. Grant-maker

“We need to develop a program that is about capacity building on one hand, but that provides support for organizations and opportunities for artistic growth.”

- Define financial resources for strategic purposes
- Leverage additional funds for grant making
- Provide stable funding to institutions that are identified as critical to the overall statewide arts industry
- Develop identifiable goals for all grant programs
- Re-design criteria and weight based on identified program goals
- Re-design grant requests and awards based on identified program goals
- Re-evaluate panel process based on identified program goals
- Develop ongoing evaluation for overall grant program goals

3. Stabilized Funding

“The nature of grant making is experiencing a paradigm shift from ‘grant’ to ‘strategic investment.’” “We need to aggressively work to develop our arts infrastructure.”

- Major art institutions and programming (organization and artistic)
- Community organizations and programming (organization and artistic)
- Local arts agencies and statewide service organizations
- Business incubator and support systems
- Artists

4. Major Initiative Funding and Strategic Investments

“These would be projects that address the unique, culture & economic impact... These would be projects that blur the line between non-profit and for-profit.”

- Create significant strategic investment opportunities
- Specific purpose or not limited to one unified topic or theme
- Not limited to one year

5. Cultural Economy/Economic Development

“Economic impact is an offshoot of the work of well-managed and well-funded institutions that are artistically excellent and know how to engage audiences and communities”

- Workforce Development (state and regional)
- New revenue streams for Louisiana
- Define economic development and measure economic impact
 - Broad and narrow
 - Short-term and long-term
 - Globally and individually

6. State-Local Partnership and Statewide Service Organizations

"It's important for the Division to impact the arts in the state and to help shape what's happening. If the field doesn't support the larger structure, it won't work."

- Unify message
- Embrace opportunity for statewide development of the arts
- Think and plan globally, cluster services and act locally
- Facilitate creation and stability for statewide service organizations

7. Strategic Partnerships

"The future survival of government will be through eliminating duplication and partnering in government structures. We need to start thinking about it, planning it and doing it now!"

- Define the message then rally messengers through collaboration
- Understand role of the group receiving the message and how to use their language, not our own
- Collaborate with other sectors and state agencies
 - Tourism (state and local)
 - Education (state and local)
 - Foundations (regional and national)
- Promote top-down leadership and bottom-up collaborations
- Invest in new partnerships

8. Convening

"Networking and convening is absolutely essential and necessary."

- Issue specific topics
- Provide platform for field-wide concerns
- Guide positive discourse
- Facilitate arts development
- Broadly convene and provide networking opportunities for the arts community and supporting alliances

Strategies

- Discipline-specific nonprofit organizations and commercial entities
 - Artists
 - Arts-in-Education
- Provide business/management capacity building workshops
 - Conference
 - Louisiana Partnership for the Arts' Peer Assistance Network (PAN)
 - Interactive web-based instruction
 - Convene regular, local seminar opportunities
- Assist in the creation and implementation of an EXPO
 - Create consumer opportunity
 - Develop specific entrepreneurial objectives
 - Provide showcasing opportunities
 - Provide professional development and networking opportunities
 - Market to international and national audience to brand Louisiana's Cultural Economy, artists and cultural businesses
 - Employ significant statewide and national marketing effort

9. Information Clearinghouse

"The Division should act as an amplifier of the work going on in each particular region ..."

- Identify national and statewide trends and develop strategies
- Identify new research that define the benefits of art, artists and arts organizations
- Develop tools for evaluation and assessment
- Identify resources and fill gaps
- Assist in capacity building

10. Public Relations/Marketing

“The Division needs to ‘tell the story’ and market the achievements of the arts. We need to reach a wider audience and make the arts a part of every citizens awareness.”

- Define core of message and unify
- Define strengths and be an amplifier
- Move core message beyond “making arts activities happen” to “maximum public benefit”
- Brand the arts and position through advertising professionals
- Position the arts for everyday citizens
- Develop greater awareness of programs, services, and partnerships and circulate messages to a wider public audience

Best Practices & Capacity Building

1. Best Practices

- Develop a categorized system of best practices and benchmarks as a framework for evaluation
- Deliver a unified message
- Promote cohesion
- Base standards on organizational, artistic, programming, social context and public benefit

2. Capacity Building

- Develop a category-based system to address unique needs of all types of organizations
- Develop a cyclical system of planning, implementation, re-assessment/follow-up, and advancement
- Develop individualized benchmarks
- Develop progression plan
- Focus on relationship building, accountability and business management
- Provide support from general advice to comprehensive assessment and development
- Focus on key areas of development
 - Project-specific or Program
 - Organizational
 - Art form or Discipline
 - Community
 - Education
 - Career planning for Artists
 - Economic development from micro to large-scale industry
 - Tourism

Standards & Capacity Building

3. Capacity Building Administration

- Design and implement Capacity Building Program statewide and locally
- Identify and solicit new resources to develop a comprehensive Capacity Building Program
- Develop skill set and resources for Division staff and local arts agencies to provide direct service provision
- Hire new staff
- Identify outside service providers and utilize existing systems of support

Support Strategy

A: ORGANIZATION GRANTS

1. Arts Organization Grants

- Develop a streamlined, tiered-system of support and development without duplication
- Base decision-making on accepted best practices
- Create multi-year application process
- Mixed Grants Management – Local and State
 - State - small-mid to large, community and major institutions
 - Local Arts Agency - small, community-based only
 - Graduates organizations to statewide funding program

2. Arts Organization Capacity Building Program

- Gear general operating support grant program towards institutional advancement
- Link grant-making to best practices and capacity building through advancement/development and planning
- Focus on relationship building, accountability and business management
- Research and promote cooperative management structures to provide adequate staffing to small and mid-sized arts organizations.

3. Project Grants

A. Innovative, Significant Project Support

- Innovative, strategic investments
- Sustaining funding strategy

B. Standard Arts Project Support

- New projects with multi-parish impact

Support Strategy–A

- Focus on new projects not related to ongoing artistic programming

4. Public Benefit

- Develop new program focused on audience development
- Assess impact through arts programming and production - the artist (artistic merit, quality of artwork itself) or the community (meaning, value)

Support Strategy–B

B: ARTISTS

1. Support Artistic Entrepreneurship

- Recognize artistic excellence and spotlight nationally
- Develop a Louisiana specific trademark
- Brand “recognition” and “prestige” in artist programs
- Advertise trademark artists to production companies, distribution outlets and the public
- Produce and distribute materials for the general public
- Recognize opportunities for export through touring
- Expand touring to all disciplines
- Encourage exportation as an opportunity to develop professional resume and recognition
- In-state touring program to serve Louisiana’s artists, arts organizations, and citizens
 - Grant funded program
 - Service or coordination program
 - Would need to be with new funds
- National, out-of-state touring program
- Support business ventures for the development of artists, arts incubators and training co-ops, business services for the arts, etc.
- Support business development and skill development for professionals, mid-career and emerging artists
- Develop artist outreach and development program
- Recognize each discipline as a program and develop artistic disciplines separately
- Develop plan for cultural facilities, venues and artistic places

Support Strategy–B

2. Grants

- Identify the outreach at all levels and disciplines and identify strategies to provide value in each cluster
- Expand definition to recognize craftspeople, including instrument makers, building trades, etc.
- Expand Folklife Apprenticeship program to include all disciplines and to provide opportunities for one-on-one artist training and development
- Expand Artist Fellowship to include outcomes, projects or public programming component

3. Local Support

- Provide a minimum level of local support and service provision for artists (in each discipline)
- Recognize need for artists to be supported locally
- Recognize artists contribute to local “flavor” of community, possible tourism connection
- Develop opportunities for local community support and exposure
- Provide local networking opportunities
- Support artist projects at the local level

Support Strategy–C

C: ARTS-IN-EDUCATION

1. Grant Support

- Create statewide planning process for arts-in-education
- Ensure equitable distribution of arts-in-education programming
- Maintain support for implementation of projects and programs targeted to youth in grades (ages) PK-12
- Maintain comprehensive Arts-in-Education programs at the state level
- Reallocate State AIE funds

2. Arts-in-Education Infrastructure

- Develop standards for arts organizations and artists in educational settings
- Implement standards for arts education with the Department of Education
- Promote arts-in-education programs for all Louisiana schools in conjunction with the Office of the Lt. Governor

3. Educate and Convene

- Promote work of arts organizations and teaching artists to school personnel
- Integrate the arts with the LEAP program and core subject area grade level expectations (GLEs) and benchmarks

Support Strategy–D

D: DECENTRALIZED ARTS FUNDING PROGRAM

1. General

- Locally owned and managed
- Maintain autonomy of local decision-making on cultural priorities
- Develop local funding categories based on regional or parish cultural plan
- Clearly define “what” is eligible
- Redefine criteria in projects at the DAF level for more value
- Develop clearer guidelines and applications forms with less jargon and easier to use
- Define standard “local options”
- Balance risky ventures with tolerance for failure

2. Local Grants Administration

A. Community-based Project Support Grants

- Support arts projects/programs from non-arts organizations
- Support arts projects that are designed for community involvement and participation or are targeted to a limited geographic area or audience

B. Public Art Grants

- Not eligible through a regular Project Assistance category
- Create the tools for LAAs to establish a program that reflects local community need

C. Arts-in-Education

- Fund general arts experiences for youth at the local level
- Develop models for after-school and community programming at the local level

Support Strategy–E

E: LOCAL ARTS AGENCY

1. State-Local Partnership Program

- Use state-local partnership to advance statewide initiatives at a local level
- Create a partnership outside of grant making to help shape state arts environment and bring local arts agency leadership into planning of initiatives
- Develop local and regional cultural plans based on local need
- Regular exchange of ideas and meetings between LDOA and LAAs

2. Local Support

- Function as a local grant maker with financial support from local governments
- Develop productive relationships with local government and quasi-governmental agencies (Louisiana State Arts Council, state legislators, mayor, city council, police jury, CVB, Chamber of Commerce, etc.)

3. Advocacy

- Provide advocacy and build support for arts funding both locally and statewide
- Help advertise and assist in getting local arts community to understand LDOA role

Strategic Partnerships

1. Statewide Alliances

- Expand support for statewide alliance organizations (Regional Folklife Program, Louisiana Presenters Network, Louisiana Alliance for Arts Education, and Louisiana Partnership for the Arts)
- Build capacity of service organizations to be extensions of LDOA staff through cooperative agreements or service for hire
- Develop arts infrastructure

2. Cultural Tourism

- Develop partnerships in cultural tourism in collaboration with arts producers and presenters
- Develop stronger relationships with key individuals in the Office of Tourism and locally with Convention and Visitor Bureaus
- Develop tourism and visitor packages for cultural tourists

3. Department of Economic Development and Department of Labor

- Develop partnership with Department of Economic Development and Department of Labor
- Develop business incubator and development program in conjunction with Cultural Economy
- Develop artist business model
- Develop partnerships at the local level with area economic development agencies and chambers of commerce

4. Department of Education

- Unify the arts community and the education community
- Facilitate collaboration with educators at the local level
- Develop strategy to partner with Department of Education

Strategic Partnerships

- Develop statewide alliance with the Louisiana Alliance for Arts Education (LAAE)

5. National and State Foundations

- Develop partnerships with foundations
- Leverage funds for greater impact in programming at the local level

Operations

1. Information and Technology

- Develop a comprehensive information management system
- Web-based grants management (application, contract, payment, reporting, advertising)
- Web-based and Secure
- Public and Private Components
- Add-on Modules with both public and private components
- Manuals and Training

2. Organizational Structure

- Re-design organizational structure and responsibility in line with new roles and strategies
- Build capacity of staff in line with new strategies
- Attract a diverse workforce

3. Professional Development

- Design a professional development program for each staff person
- Analyze current resources and infrastructure along with areas for development
- Provide training in support of new programs and structure
- Train workforce on diversity issues

4. Research and Evaluation

- Determine tool to measure and evaluate effectiveness of grants programs
- Research and evaluate success globally as well as individually
- Conduct special research initiatives targeted to roles and strategies
- Foster social capital as a means of community economic development

Operations

5. Louisiana State Arts Council

- Function as advocates with legislators
- Act as ambassadors with local government, constituents, and stakeholders
- Coordinate advocacy activities with Louisiana Partnership for the Arts

Implementation Plan

Q1 = July, August, September; Q2 = October, November, December; Q3 = January, February, March; Q4 = April, May, June

1 = Program directors; 2 = Internal/external (partnerships, capacity-building, convenings/workshops, cultural economy); 3 = Communications/PR; 4 = Executive office; 5 = General administrative

Strategy 1: Develop best practices for arts agencies and organizations

	Year 1				Year 2				Year 3				Year 4				Lead Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1.1 Compile established best business practices for organizations of different disciplines, sizes and types; base standards on organizational, artistic, programming, social context, public benefit, regional/local differences	X	X											X				1, 2, 5
1.2 Create a field-wide Task Force to articulate the standards	X	X											X				1, 2, 5
1.3 Develop arts education and A-i-E standards that link to Department of Education standards and benchmarks	X												X				1, 2, 5
1.4 Require standards for regional agencies based on programming activities and grantmaking practices		X											X				2, 4, 5
1.5 Revise and publish Guidelines to include expanded sections on Standards and Evaluation	X	X				X				X				X			1, 2, 5
1.6 Create applicable standard evaluation models	X	X											X				1, 2, 5

Strategy 2: Capacity-building for arts organizations

	Year 1				Year 2				Year 3				Year 4				Lead Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
2.1 Identify and secure financial resources for capacity program	X																4
2.2 Design multiple methods for program delivery	X	X															1, 2
2.3 Design program guidelines, including categories, eligibility criteria	X	X				X				X				X			2
2.4 Establish a program of financial support for capacity-building providers	X	X															2
2.5 Require organizational self-assessments			X														5
2.6 Identify and recruit outside sources of capacity-building assistance			X										X				1, 2
2.7 Perform site visits to assist in deciding pilot program participants				X				X									1
2.8 Implement pilot program																	2

Strategy 3: Arts organization grants

	Year 1				Year 2				Year 3				Year 4				Lead Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
3.1 Define eligibility criteria for each tier of funding	X												X				1, 4, 5
3.2 Establish specific guidelines for different categories of funding, based on best practices	X	X												X			1, 3, 4, 5
3.3 Review reporting requirements for grantees		X												X			1, 5
3.4 Design a phased process for new grantmaking programs		X															4, 5
3.5 Align LDOA budget and information management system to new grants program		X															4
3.6 Provide orientation and training on new grants program for arts organizations			X														1
3.7 Review and re-design panel recruitment and panel processes			X												X		1, 4, 5
3.8 Design and execute panel training to ensure familiarity with standards			X												X		1
3.9 Implement multi-year phase-in of grant making priorities				X													3, 4, 5

Strategy 4: Support for artists' entrepreneurship

	Year 1				Year 2				Year 3				Year 4				Lead Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
4.1 Work with LPN to update artists' facilities inventory online	X																1
4.2 Integrate artist support programs with Cultural Economy Initiative		X	X														1, 2
4.3 Develop an information clearinghouse of services/resources for artists			X														1, 3
4.4 Explore ways to increase availability of studio, rehearsal and storage spaces for artists			X			X											4
4.5 Develop training program on touring for artists (state/national/international)						X											1
4.6 Explore and nurture the development of a visual arts network to identify artists' facilities						X											1
4.7 Integrate business development initiatives for artists within new LDOA capacity building program							X										2

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Year 1				Year 2				Year 3				Year 4				Lead Responsibility
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	

Promotion

4.8	Develop promotional plan for current fellowship artists															1, 3
4.9	Develop advertising plan for information clearinghouse, online materials and artists' promotional materials															3
4.10	Develop in-state "showcases" for artists															1, 2, 3

Touring

4.11	Explore possible links to Office of Tourism for artist promotion (in & out of state, public art, etc.)	x														4
4.12	Engage state, regional agencies and NEA in exploring mutual touring packages (include in-state arts centers)		x	x	x											1, 4
4.13	Plan and design a touring grants initiative						x									1, 4, 5

Strategy 5: Artists' grants

5.1	Clarify goals of Artist Fellowships Program and relationship to Governor's Arts Awards															1, 3, 5
5.2	Redefine overall methods of grantmaking to artists and develop specific guidelines															1
5.3	Develop appropriate recruitment systems and branding strategies for artist programs															1, 3, 5
5.4	Implement new artists' grants program(s)															1, 2, 3, 5

Strategy 6: Arts-in-education

6.1	Evaluate existing arts-in-education system statewide	x	x													1, 4
6.2	Create a planning grant process for arts organizations	x	x													1, 5
6.3	Integrate "Louisiana Voices" with arts-in-education in statewide plan			x												1, 5, 2
6.4	Implement infrastructure recommendations from evaluation (6.1)		x	x												2
6.5	Establish relationship between arts-in-education organizations and state Department of Education															1, 4
6.6	Provide incentives to teachers to participate in arts-in-education programs															1, 2
6.7	Develop residency training program for artists															1, 2
6.8	Conduct a post assessment of arts-in-education system in 3rd year														x	4

Strategy 7: State-local partnership/Decentralization

7.1	Develop job description for new Regional Partnership manager and hire	x														5
7.2	Determine additional standards for agency management and grants investment		x													4, 5
7.3	Define new contractual relationship between LDOA/RDAs and procedure for production and review of regional plans		x													4, 5
7.4	Determine evaluation methods for RDAs		x													4, 5
7.5	Receive, review and approve proposed funding guidelines from regional agencies		x													1, 5
7.6	Consider additional regional initiative funding determined by RDA peer review															4

Strategy 8: LDOA information management systems

8.1	Negotiate with DCRT to dedicate more IS staff time on information systems for LDOA		x													4
8.2	Develop an efficient integrated information management system															5
8.3	Identify funds for IT development and technical expertise needed															4, 5
8.4	Create staff training program for IT															5
8.5	Develop management and approval system for promoting web material submitted by external entities															5
8.6	Develop framework for communication between OCD communications and LDOA IT															3, 4, 5

CONTINUED →

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1 = Program directors; 2 = Internal/external (partnerships, capacity-building, conventions/workshops, cultural economy); 3 = Communications/PR; 4 = Executive office; 5 = General administrative

Strategy 9: LDOA staff structure/professional development

	Year 1				Year 2				Year 3				Year 4				Lead Responsibility
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
9.1 Review organizational structure in light of new Division strategies/roles	x																4
9.2 Design professional development for staff in line with new structure and roles			x														1, 4, 5
9.3 Implement structural changes and new job descriptions as needed			x														1, 4, 5

Strategy 10: Public relations/marketing

10.1 Define and present LDOA communication needs to OCD	x																4
10.2 Expand Governor's Arts Awards to include broadcast of program				x													3, 5
10.3 Discuss promotional possibilities with Office of Tourism, such as Crafts Marketing						x											4
10.4 Identify opportunities for branding/positioning of the arts						x											3

Strategy 11: Convening

11.1 Identify topics for major conferences and seminars			x	x													1, 5
11.2 Research other "expos" to assist in design of Louisiana expo				x		x											1, 5
11.3 Explore partnership possibilities with existing conferences and seminars							x										1
11.4 Identify partners for local networking meetings							x										1, 2, 4, 5

Notes

Roadmap for Change

This section contains selected Roadmap for Change relationships to the arts.

Philosophies

Our diversity is a strength, not a weakness

We must work to expand and diversify Louisiana's economy

We must work regionally and compete globally

We must add value to raw materials, native talent and intellectual capital

We must set our goals to international standards, not the southern average

Mission

Position Louisiana to lead through action in defining a new south through culture, recreation and tourism

Goal

To create avenues of prosperity for all Louisianans by promoting diversity, creativity, and unique unparalleled assets

Objectives

1. New Direction for Lt. Governor and Culture, Recreation and Tourism

- Develop opportunities for intra- and inter-agency collaboration that lead to cooperative programming
- Develop national, state, and local partnerships and create strong umbrella themes and messages
- Create a marketing product development program, which includes local community assessments and individual, private sector assistance with cooperative branding
- Employ aggressive research to drive marketing decisions
- Market to a nation and world a new, broader, modern brand that includes history, ecology and culture

- Launch civic engagement and volunteer service programs to promote Louisiana and enhance reach of Louisiana-Serve
- Develop business-incubator programs, business support networks (Business Volunteers for the Arts, Lawyers for the Arts chapters)
- Build professional grant-writing capacity to attract federal and private grant funds

2. Native Resources, such as raw talent, culture, and natural resources to enhance value and create economic growth

- Inventory the state's cultural and natural assets and evaluate potential for economic opportunities
- Establish a Creative Industries Advisory Committee
- Convene a Louisiana Cultural Economy Summit
- Develop a Cultural Foundation to bring together the arts and culture, tie together various programs and to make the state more attractive and connect the nonprofit arts sector to the profit-making sector.
- Conduct a creative industries market survey and report on results
- Launch a creative sector growth initiative
 - Support creative industry development
 - Develop events to attract the industries serving the arts to Louisiana
 - Develop special events in association with creative industry association conventions hosted in Louisiana
 - Support incentives for workforce skills development
 - Promote new technologies to support a cultural economy
- Conduct search for native talent and homegrown solutions
- Develop media outreach opportunities featuring "exceptional talent" stories in releases and on the Internet
- Create presentation modules for OLG and CRT that highlight a broad portfolio

3. Education, training, and enrichment opportunities to build a better workforce

- Advocate for arts education, as essential to academic achievement and important skills for workforce development and life
- Develop Louisiana arts, culture, and history education programs for schools and through Louisiana-Serve
- Encourage development of charter schools based on Louisiana arts, culture, eco-culture, and creative arts
- Broaden existing programs for utilization of library resources to promote reading and literacy
- Convene international, national, and regional audiences to advance export of Louisiana cultural (arts) assets
- Build history and compendium of Louisiana cultural exports
- Establish collaboration among higher education institutions to sponsor research, establish course study, and incubate new micro-economies to enrich a Louisiana Cultural Economy and new creative industries
- Create a university consortium and study program focused on cultural economy and individual cultural micro-economies
- Publish and disseminate research on Cultural Economy findings and best practices

4. Infrastructure to raise the quality of the resident and visitor experience

- Utilize technology solutions to organize Louisiana museum, cultural, and library collections

5. Collaboration and building partnerships to leverage resources and expand the reach

- Invite stakeholder communities' participation in Roadmap strategies as cooperating organizations and partner communities
- Utilize presentation modules and establish schedule of speaking opportunities
- Seek partnerships to co-host model program development and special conferences
- Explore potential for creation of state endowment for Louisiana culture and the arts

- Identify financial and tax incentive programs that will spur development of creative industries in Louisiana
- Partner with Southern Arts Federation, Southern Growth Policies Board, and other regional associations to convene leadership forums

12 Priorities

Expand Tourism – Louisiana’s Internationally Competitive Economic Engine

- 1) Grow international, convention, leisure, and corporate travelers
- 2) Promote extended stays for visitors
- 3) Develop eco-cultural & heritage tourism brand
- 4) Establish Civil Rights/African American Heritage Trail
- 5) Support Main Street programs, historic preservation and economic development

Shine the Light on Natural Resources and Raw Talent

- 6) Create Louisiana’s Cultural Economy
- 7) Launch Mississippi Delta and Gulf Regional initiatives
- 8) Promote volunteerism through community involvement and civic participation
- 9) Partner with Louisiana military and National Guard

Broaden Recognition of Louisiana as the Sportsmen’s Paradise and Premiere Family Recreation Destination

- 10) Develop family sports/recreation activities
- 11) Build Louisiana as a great place to retire
- 12) Promote hunting, fishing, and outdoor activities

Business Side

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Creative Side



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